



Village of Lytton

Rebuilding and Corporate Plan

August 2024

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Introduction

The Village of Lytton’s Rebuilding and Corporate Plan includes the five priorities established by Council in February 2023, as well as key strategies and measures for reporting on the priorities. This is a living document. Staff will measure and report on key targets quarterly and update the plan annually.

Background

The Village began rebuilding activities in July 2023 with backfilling properties. All Village remediation and rebuilding activities, except rebuilding Village infrastructure, will end on September 30, 2024. This will allow the Village to shift its focus to two areas:

- Supporting property owners with their rebuild
- Rebuilding the Village infrastructure

Key Priorities

In February 2023, Council established the following five key priorities for the Village of Lytton:

1. Rebuilding – We are dedicated to the rebuilding of the Village of Lytton. We will prioritize the reconstruction and renewal of our foundational services starting with water and sewer, while continuing to provide current services.
2. Relationships – We value the surrounding First Nation and rural communities and are dedicated to strengthening these key relationships as we rebuild Lytton.
3. Governance – We are committed to restoring and modernizing our internal structure. We will work with our staff to identify and redevelop our organizational policies and bylaws to ensure we are operating as a functional local government.
4. Communication – We respect the need for candid, clear, and consistent communication with our internal and external stakeholders. We will provide regular updates that are fact-based and not speculative.
5. Leadership – We take our political leadership seriously. We will continuously advocate on behalf of the Village of Lytton to our funders and other levels of government to keep the rebuilding of our community a priority.

Values

In April 2023, as part of establishing Council’s code of conduct, the Village identified the following organizational values to communicate the purpose and guide the actions of Council and staff:

- Community
- Courage
- Communication and teamwork
- Respect and belonging
- Ownership and accountability
- Innovation and adaptability

Key Targets

The following key targets with timelines reflect Council’s priorities and will be used to report on progress to Council and the community:

Area	Target	Timeline
REBUILDING		
End debris removal, remediation, backfill program	<ul style="list-style-type: none"> • 100% planned or complete for all owners expressing interest in participating 	<ul style="list-style-type: none"> • September 2024
Homes occupied in the Village	<ul style="list-style-type: none"> • 10 • 40 	<ul style="list-style-type: none"> • December 2024 • December 2025
Commercial buildings under construction	<ul style="list-style-type: none"> • 2 • 5 	<ul style="list-style-type: none"> • December 2024 • December 2025
Total residential building permits issued	<ul style="list-style-type: none"> • 20 • 50 	<ul style="list-style-type: none"> • December 2024 • December 2025
Incremental Village water system investment	<ul style="list-style-type: none"> • \$1,000,000 spent • \$1,500,000 spent 	<ul style="list-style-type: none"> • December 2024 • December 2025
Incremental Village sewer system investment	<ul style="list-style-type: none"> • \$200,000 spent • \$2,000,000 spent 	<ul style="list-style-type: none"> • December 2024 • December 2025
Village infrastructure, Community Hub	<ul style="list-style-type: none"> • Advisory committee established • Construction of pool • Construction of Market space • Construction of Community Hub building 	<ul style="list-style-type: none"> • Fall 2024 • Summer 2025 • Summer 2025 • June 2026
Public Works Building	<ul style="list-style-type: none"> • Complete design and construction 	<ul style="list-style-type: none"> • December 2024
Fire Hall	<ul style="list-style-type: none"> • Compile technical requirements, complete required consultations and concept plan submission to Infrastructure Canada • Public consultations and design complete • Construction complete 	<ul style="list-style-type: none"> • Winter 2024 / 25 • June 2025 • December 2026
RELATIONSHIPS		
Meet with Chief & Council of surrounding communities	<ul style="list-style-type: none"> • Invitations extended for gatherings / meetings 	<ul style="list-style-type: none"> • December 2024

GOVERNANCE		
Achieve key initiatives listed in plan	<ul style="list-style-type: none"> • By department, by target date 	<ul style="list-style-type: none"> • Various
Governance – long-term plan for Village organization	<ul style="list-style-type: none"> • Complete analysis of service levels and resourcing requirements • Complete financial model 	<ul style="list-style-type: none"> • December 2024 • April 2025
COMMUNICATION		
Website renewal	<ul style="list-style-type: none"> • Complete website revamp 	<ul style="list-style-type: none"> • September 2024
Continuous improvement	<ul style="list-style-type: none"> • Survey property owners about satisfaction with communication methods, frequency, content • Repeat survey 	<ul style="list-style-type: none"> • December 2024 • December 2025

Key Priority Areas

Rebuilding

The Village of Lytton is dedicated to rebuilding, including the reconstruction and renewal of our core services starting with water and sewer while continuing to provide current activities. This is the area where the Village currently spends the most energy.

Rebuilding includes three different areas:

- Community infrastructure services – water and sewer infrastructure upgrades and service connections;
- Community buildings – replacing the Village Office, Public Works building, pool, museum, library space and Fire Hall;
- Privately-owned properties – completing any remaining works required to get privately-owned properties ready for rebuilding.

Community Infrastructure Services

In December 2023, the Village issued a Request for Proposal for a consultant to prepare a capital investment plan for water, sewer, and roads. The purpose of the plan is to inform the allocation of grant funding that has been received from the provincial government for water system upgrades and the federal and provincial governments for sewer system upgrades.



The plan is expected to be completed this month (August).

When the Village receives the capital reinvestment plan and matches the projects to the funding program, staff will begin consultation with Lytton First Nation to discuss how the intended investments will support plans for IR 17 and IR 18.

A camera investigation of the sewer lines was completed in the spring of 2024, and this information will be incorporated into the capital reinvestment plan. The current focus is on repairs required to provide service to new houses as they are completed.



There were some immediate water repairs identified when the Village submitted the funding application. These have progressed while the capital reinvestment plan is being completed.

The table below shows the projects and their status:

Issue	Status
Cut and cap repair of leak on Ponderosa	Completed
Full communications upgrade of water SCADA system	In progress
Temporary repair of pipe at treatment plant	Completed
Repair leak at 2nd Street and Fraser	Completed
Temporarily patch broken concrete for primary catchment in creek, permanent repair needed	Solution for spring 2024 – completed Permanent solution required
Investigate unknown valves and repair sinkhole at the corner of 6th Street and Main St.	In progress
Investigate and repair leak in the Main / 6 th / Station Road area	In progress
Repair leak (plugged with dirt) on Main Street down alley to Parish Hall.	In progress
Repair major leak on 1st Street and Main Street to Public Works yard	Completed
Relocate hydrant at back of high school to top parking area and extend line	Not started
Commission well #3	Completed
Increased flow in Village according to WSP report	Not started

While the larger plan is being completed, staff continue to work on repairing leaks in the water system and blockages in the sewer system to reconnect the services for new construction in the Village.

Community Buildings

The replacement of the key Village buildings is important both practically and symbolically for rebuilding. The Village Office and Lytton Fire and Rescue Service are housed at temporary locations

at the Old Mill Site south of the village. These services need to move back into the Village in their permanent locations to be a daily part of the community. It has been beneficial to have a lease for the Parish Hall to host Council and community meetings in the Village and provide a space for community groups to meet in person.

The descriptions below include preliminary ideas and planning for each facility.

Village Offices

The Village is intending to locate the Village offices at 380 Main Street, the site of the former location. Historically, this location that is owned by the Thompson - Nicola Regional District (TNRD) was leased to the Village. The Village is working with the TNRD on accessing this location to rebuild a Village Office.

Fire Hall

The former site of the Fire Hall at 555 Fraser Street is too small to accommodate the equipment and training facilities required by a modern-day fire department. Plans have moved forward to purchase two properties adjacent to a Village-owned property on Trans Canada Highway / Loring Way. This consolidated lot will provide a space that can accommodate a new Fire Hall and possibly an emergency services facility. Preliminary discussions have been held with BC Ambulance Services to discuss a co-located facility. The best scenario would be for the Village to create a large enough space to accommodate BC Ambulance and sign an agreement for their long-term lease of the space. Funding for this facility will come from the Infrastructure Canada program.

Public Works

The Public Works department has been working out of a trailer, which is located on the lot of the former building. This temporary location has no space to store tools and equipment securely. An RFP has closed for the construction of a Public Works building. Construction is expected to take place in late summer and be completed in the fall of 2024. Funding for this building will come from insurance proceeds and the recovery grant from Emergency Management and Climate Readiness (EMCR).

Swimming Pool

The swimming pool is being explored as part of the three properties owned on Fraser Street. The swimming pool was an important community asset and would be built as close to Net Zero emissions as possible. The pool would be funded by donations, grants, and inclusion in the Infrastructure Canada program.

Museum

The museum is being explored as part of the three properties owned on Fraser Street and could be a main floor tenant in the Community Hub building. The museum was an important community asset and there is a small volunteer group dedicated to keeping it going. A membership drive is currently underway.

Library

The Village has had preliminary discussions with the TNRD about re-establishing a library in Lytton. There is space to accommodate a facility in the Community Hub planned for Fraser Street, should it be required.

Visitor's Centre

There is potential to locate the Visitor's Centre on the main floor of the future Village Office building. This would enable the Visitor's Centre to operate year-round, as it doubles as the Village reception. Interior finishes for the Visitor Centre would come from the Ministry of Forests Economic Development Grant.

Privately-owned Properties

Until recently, most of the Village's focus in rebuilding has focussed on debris removal, remediation, and archaeology investigation on private properties. Early on, a decision was made to pool the insurance proceeds available to owners for debris removal, supplement that with funds from the Province, and conduct the debris removal as one large Village-wide project. This was followed with a Village-wide approach to remediation, as well.



The archaeology investigation began that way; however, it stopped and changed to a property-specific approach.

For the most part, this work on the individual properties is complete and the Village is no longer involved. The Village backfilled properties in Zone 1 to 6 during the summer and fall of 2023.

There are two outstanding issues:

- Backfilling properties in Zone 7 and Not Applicable (NA)
- Property specific issues such as retaining walls

Backfilling properties

The properties in Zone 7 and NA have different issues, which are being addressed in collaboration with the owners on a site-specific basis. These plans will be made with each owner, taking into consideration their rebuilding plans.

The Village has set a target date of September 30, 2024, to finish all debris removal, remediation, and backfill activities. This will allow the Village to move on to other important aspects of rebuilding, like the infrastructure referred to above.

Other concerns

The Village is working with owners on a property specific basis to address issues related to retaining walls, slope stabilization, backfill prep work and unneeded fill.

Relationships

The success of the Village is highly dependent on strong relationships with local First Nation communities, including Lytton First Nation (LFN), Skuppah, Siska, Kanaka Bar, Nicomen, and Nlaka’pamux Nation Tribal Council (NNTC). The Village must be diligent in looking at ways to collaborate and cooperate on any significant plans for the Village. This includes infrastructure planning, corporate planning, and land use planning.



Staff have established relationships with local communities based on day-to-day requirements: for example, sewer and water services.

Council will extend invitations to the surrounding Councils to get together, share a meal, and discuss shared priorities. The Village will request assistance from the provincial government, when appropriate, to support some of these relationships.

The TNRD represents residents and businesses who consider Lytton their village and are an important part of the future success. At the corporate level, synergies will be explored with the TNRD for shared services that will contribute to the economic viability of the Village in the future. One area where this has already occurred is in the provision of GIS mapping services.

Governance



The fire destroyed the Village office and disrupted operations for many months. The Village has started replacing bylaws and policies lost in the fire; this work will continue in 2024.

The Village will examine and adjust accounting processes to ensure that the Village meets reporting deadlines and follows solid financial management processes in the future.

LEGISLATIVE SERVICES

In 2024, the following bylaws and policies will be created or revised:

Action	Target Completion
Revise procurement/purchasing policy	July 2024
Revise delegation of authority/officers bylaw	July 2024
Review calculation of water and sewer charges in the fees and charges bylaw	November 2024
Develop employee policies for onboarding, performance management, compensation, and career development for non-unionized staff	December 2024
Rescind/re-establish reserve bylaws	October 2024
Recover, create, and organize records; organize SharePoint folders, create physical files at the office for signed bylaws, minutes, and contracts, and store in a fire-proof vault	December 2024
Help establish Council Committees	December 2024
Continue to review, update, and modernize bylaws and policies	December 2024

The processes for essential local government functions, such as public hearings and zoning have been established and staff will continue to assess and recommend improvements to Council.

ACCOUNTING

The Accounting Department at the Village has already undergone significant changes in managing the day-to-day processes. The following additional improvements are planned for 2024:

Action	Target Completion
Document procedures for key functions (AP, Payroll)	September 2024
Document procedures for property taxes and utility billings	October 2024
Create monthly checklist for accounting staff by role	September 2024
Assess payroll outsourcing options	December 2024
Revamp chart of accounts	August 2024
Design customized Muniware reports to facilitate quarterly financial reporting	2025
Analyze current reserve accounts; recommend structure	September 2024

HUMAN RESOURCES

The Village does not have a dedicated Human Resources position and most of these functions fall to the Chief Administrative Officer, Corporate Officer, and Accounting Manager (e.g., payroll and benefits administration). In 2024, the Village will develop a Human Resources manual to address recruitment, onboarding, performance management, career development, and compensation policy. Many of these items only apply to non-unionized staff, as the classified positions are covered by the CUPE agreement.

The CUPE agreement expired on December 31, 2023, and the union has recently begun meeting to discuss their position. The Village anticipates that an agreement will be negotiated and finalized in 2024.

Action	Target Completion
With Legislative Services, create Human Resource policies	December 2024
Complete CUPE negotiations	Summer 2024

The staff are a mix of full-time employees and contract staff, who are tied to recovery funding. The current recovery contribution agreement ends on December 31, 2024; however, it is anticipated that if there are unspent funds, the Village will be able to request an extension in time, but not additional funding.

PLANNING AND DEVELOPMENT

The Planning and Development function is currently outsourced to consultants, Urban Options. Their team of three responds to property owner requests, considers updates and amendments required to the Official Community Plan (OCP) and zoning bylaws, and participates in the building permit and building inspection functions.

The Village of Lytton’s OCP is approximately 25 years old and requires updating. A critical part of that project is the initial First Nations engagement to ensure all parties are represented and their interests incorporated into the plan. In 2024/25, the Village will be making some initial amendments to the OCP to assist in the re-development process. Before the Village begins the revamp of the OCP, discussions with First Nation partners will be held to establish guiding principles for engaging with communities surrounding the Village of Lytton.

Action	Target Completion
Update floodplain mapping and Zoning Amendment Bylaw	Summer 2024
Develop Accessory Dwelling Units – Zoning Amendment Bylaw	Summer 2024
Reactivate OCP Permit Areas	Summer / Fall 2024
Assist with transitioning GIS mapping to TNRD and replace/update maps for permit areas	Summer 2024
Clarify and update development approval procedure in Development Procedures Bylaw	Summer 2024
Created guidance documents for development processes like driveway construction and update website content	2025
Develop an RFP for Official Community Plan renewal	2025
OCP consultation and work plan; new OCP; amendments to Subdivision and Development Servicing Bylaw; amendments to Zoning Bylaw	2025

EMERGENCY MANAGEMENT

The Village recently contracted an Emergency Management consultant to establish a comprehensive set of emergency management documents, including plans, training materials, and policies. Lytton Fire and Rescue Service (LFRS) will receive attention to ensure service levels and related training requirements are documented and met along with appropriate policies to support the activities of the LFRS.



Action	Target Completion
Prepare bylaws and policies lost in fire (e.g., emergency measures and program policy, Fire Rescue Service policy, Health and Safety policy)	June 2024
Develop emergency management organization and consider including protective services; schedule emergency management committee bi-monthly meetings	July 2024
Develop Fire Rescue Service training plan; consider fire officer training for leadership team	July 2024, ongoing
Develop 5-year budget for Fire Rescue Service, including equipment purchasing plan	October 2024
Develop fire inspection and prevention program; replace contracted experts with trained Lytton Fire Rescue personnel	July 2024, ongoing
Develop emergency plan, training, and exercises	December 2024
Establish and equip primary and secondary EOC site; train VOL staff members and regional partners	December 2024

PUBLIC WORKS AND UTILITIES

The Public Works and Utilities departments are focussed largely on re-establishing services within the Village core; water and sewer testing and reporting; maintaining and repairing vehicles, and maintaining the Village, including street cleaning, mowing, weeding, etc. The team includes a manager, lead hand, maintenance worker, and casual staff, who are hired for specific projects and vacation coverage.

The sewer upgrades have focussed on immediate repairs needed to provide service to new homes as they are completed. A more extensive list of projects will be available when the capital reinvestment plan is completed.

ECONOMIC DEVELOPMENT

The Village does not have an economic development department; however, several staff members are involved in its function. The Village completed an economic recovery plan in 2023 and will revisit the recommendations made in the plan. Other initiatives include the following:

Action	Target Completion
Complete Tourism Economic Development Plan	September 2024
Hire an economic development consultant to promote the tourism opportunity in major centres	October 2024
Establish some Visitor Services presence in Village for summer 2025 while planning permanent location in Village Office	Temporary May 2025 Permanent September 2025
Review short- and long-term recommendations in economic development plan and prioritize actions	September 2024

Communication



The Village will strive to continue to improve communications. Many of the Village's activities, which are specific to municipal governments, are not well-known or understood by the public.

To be accountable to its citizens, the Village will continue to make efforts at every opportunity to share information and updates about the activities of the Village and to engage community members.

Action	Target Completion
Redesign website	September 2024
Provide recovery/ rebuilding specific communications using the website, social media, e-newsletter, partner updates, and community engagement opportunities, such as meetings and surveys	Ongoing
Provide communications to property owners, including a quarterly newsletter from the Mayor sent via property tax database	Ongoing

The Village weekly e-newsletter is the key tool for communicating with the property owners and currently has 355 subscribers. Information from the newsletter is shared on social media and the content lives on the website. The Village has provided engagement opportunities for rebuilding community infrastructure, support needed for rebuilding, communications and engagement preferences, and the Economic Recovery Plan. The Village will provide additional opportunities in the future.

Leadership

Council established a priority around leadership to encourage advocacy and working on behalf of the property owners in Lytton. In addition, leadership means making thoughtful decisions that are in the best interests of residents, using available information. Council has supported and advocated for property owners in discussions with provincial representatives on many occasions.



For the remainder of 2024, Council will undertake the following initiatives:

Action	Target Completion
Meet with local MLA quarterly to inform them of issues	December 2024
Write to Premier to encourage action on archaeology costs for owners	August 2024
Meet representatives from the Archaeology Branch; continue to share impacts of Heritage Conservation Act compliance	December 2024

Financial Summary

The Village is using grant proceeds from several sources to achieve the initiatives listed in the plan.

As of June 30, 2024, the funding from the various grants is as follows:

Department / Grant	Initial Amount	Remaining to be spent
Municipal Affairs – Wildfire Recovery Grant	\$6.26 million	\$1.4 million
Ministry of Emergency Management and Climate Readiness (EMCR) – Debris removal, remediation and archaeology	\$23.4 million	\$ 0
Ministry of Emergency Management and Climate Readiness (EMCR) – Recovery Grant	\$21 million	\$13 million
Ministry of Forests – Economic Development	\$1 million	\$440,000
Municipal Affairs – Operations	\$2.1 million + \$2.1 million	\$3.2 million
Water Grant	\$5 million	\$4.8 million
Sewer Grant	\$9.9 million	\$9.9 million
Total	\$70.76 million	\$32.74 million

In addition, the Village has been allocated \$64 million through the Infrastructure Canada Program that will be accessed to build most of the community buildings.

The following are descriptions of the grants:

- **Municipal Affairs Wildfire Recovery Grant** – This grant is used to cover any unforeseen consulting expenses, office expenses, technology, Council, or some asset replacements (like the Village’s dump truck).
- **Ministry of Emergency Management and Climate Readiness (EMCR) Recovery Grant** – This is divided into four categories:
 - Site readiness (backfilling)
 - Recovery support (staffing)
 - Housing for essential workers
 - Public Works building
- **Ministry of Forests** – This was given to the Village shortly after the fire. There is \$500,000 remaining, which has been allocated for a Tourism Economic Development Plan, Economic Development Officer, Visitor Centre (cabinets, counter, etc.), and downtown signage and wayfinding.
- **Ministry of Municipal Affairs** –\$4.2 million has been given to Lytton to support the extra operational expenses incurred during the recovery phase. The funding is allocated as \$700,000 for 2022, 2023, and 2024 and \$1,050,000 for 2025 and 2026. This covers expenses such as a full-time CAO/CFO and Corporate Officer, who would not normally be hired by the Village, office rent that is being incurred, as well as additional technology expenses for remote workers.
- **Water Grant** – This includes several specific projects and approximately \$3.7 million to be allocated once the capital reinvestment plan is received from Archimedes Consulting.
- **Sewer Grant** – A grant of \$5.5 million was approved for Lytton based on a 2/3 funding model from the federal and provincial governments. The Province then gave Lytton \$2.9 million as the 1/3 contribution required. In addition, \$1.5 million was contributed by the Province to Lytton to pay for archaeology costs associated with sewer repairs. These funds will be allocated to specific projects once the capital reinvestment plan is received from Archimedes Consulting.